neighborhoods of
educational opportunity

Many children are not receiving an equitable education

*Our vision is for **Indianapolis to be a model** for what is possible in urban education – a city where **all students in every neighborhood have access to a high-quality education**. A recent analysis of quality schools by IFF, highlighted the **need for 78,000 more high-quality seats** across the city of Indianapolis.*

IFF Indianapolis Map 2013[1]
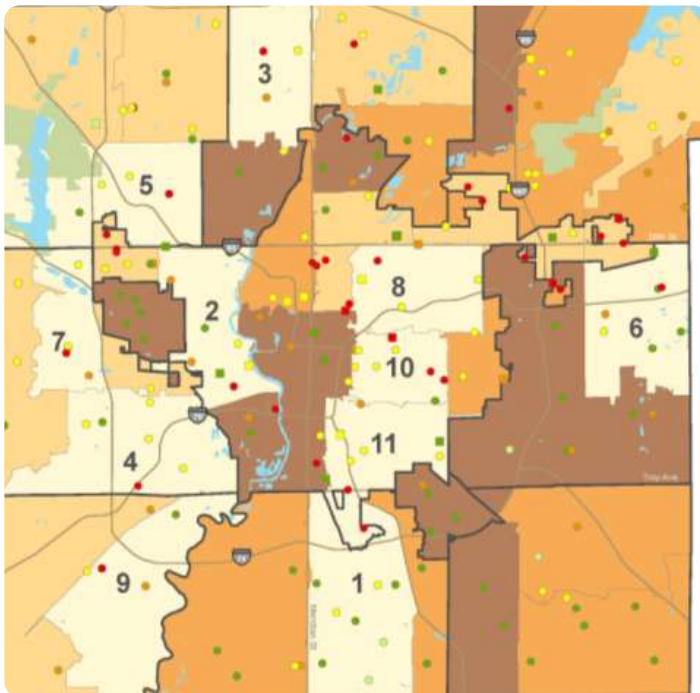
	4th Grade ISTEP+ Pass Rates[2]	Graduation Rates[3]	Graduates Passing AP Exam[3]
Zionsville Student	91% pass	97% graduate	57% pass
Wayne Student	**63% pass**	88% graduate	28% pass
IPS Student	51% pass	65% graduate	**4% pass**
Lawrence Student	59% pass	**84% graduate**	29% pass

Education shapes the future for our children

Children who **graduate from high school** are **more likely to have successful, productive lives.** As educational attainment increases, individuals are **less likely to engage in activities that harm themselves and their communities**.

Constructive Cycle

Live longer → Better degree → Better job → Higher income → Better health → Live longer

Destructive Cycle

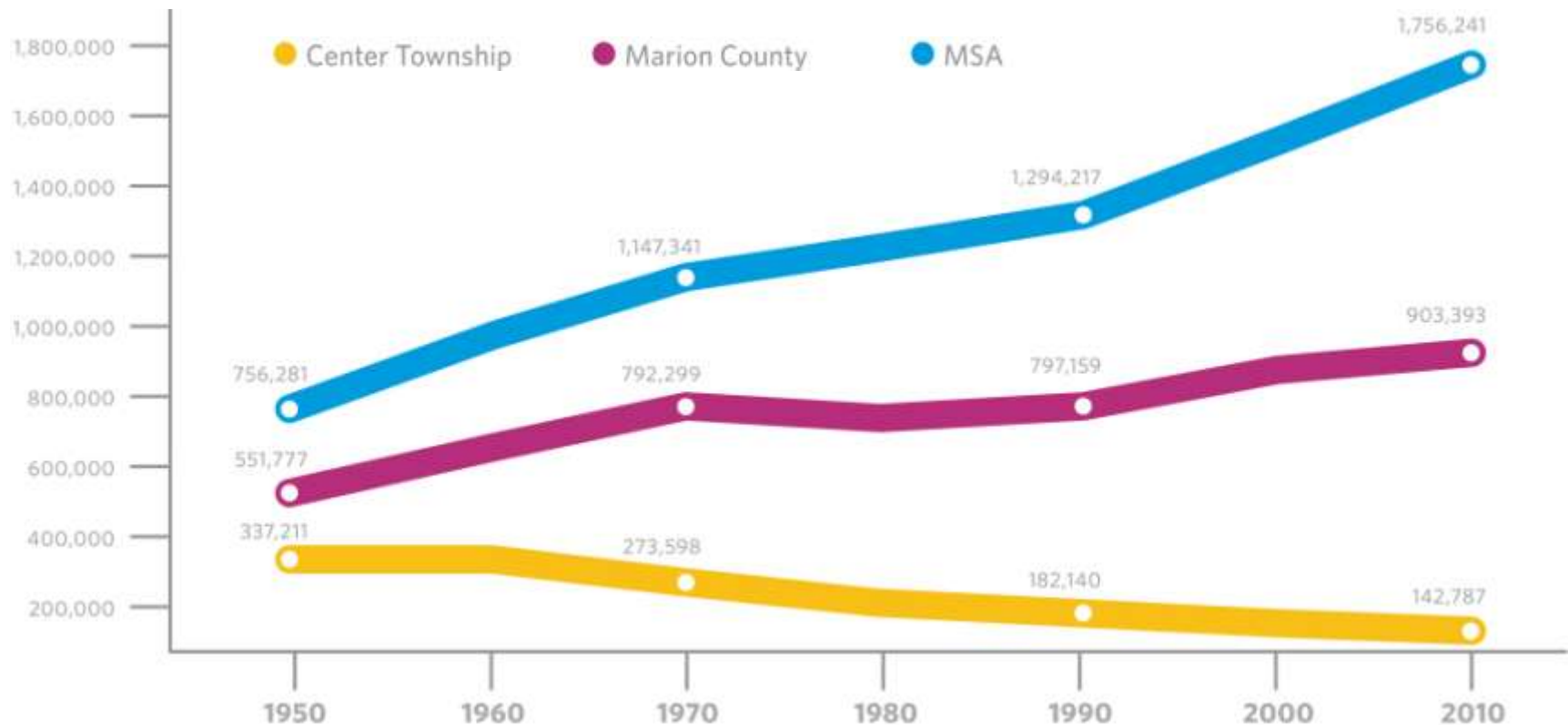Jail ← Alcohol abuse → Smoking → Obesity → Crime → Jail
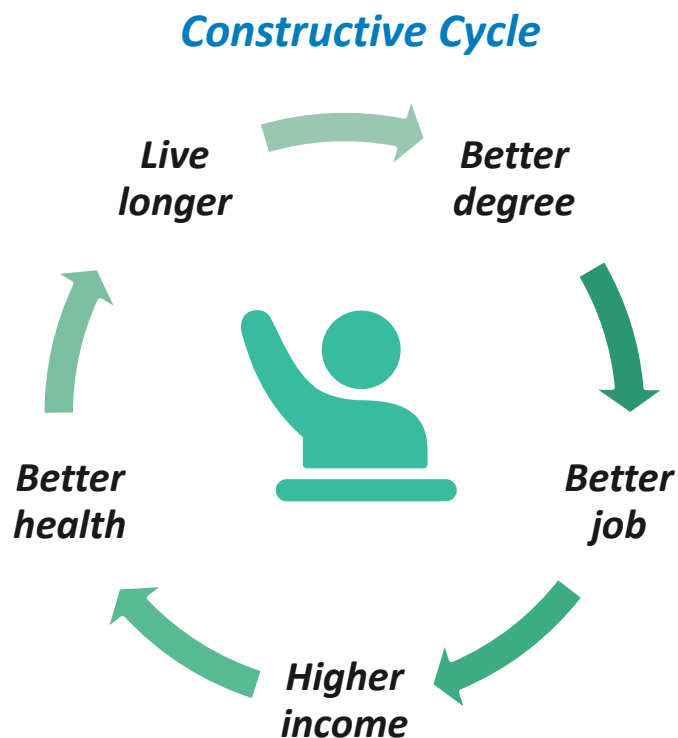
Education impacts where people choose to live

*According to a recent campaign of "What's Possible?" community conversations, 83% of questionnaire respondents agreed that the **quality of local schools** is a **critical factor** in where they choose to live. This finding presents itself in demographic shifts across Marion County.*

Population change in Marion County 1950-2010*

Legend: ● Center Township ● Marion County ● MSA

MSA: 756,281 (1950), 1,147,341 (1970), 1,294,217 (1990), 1,756,241 (2010)
Marion County: 551,777 (1950), 792,299 (1970), 797,159 (1990), 903,393 (2010)
Center Township: 337,211 (1950), 273,598 (1970), 182,140 (1990), 142,787 (2010)

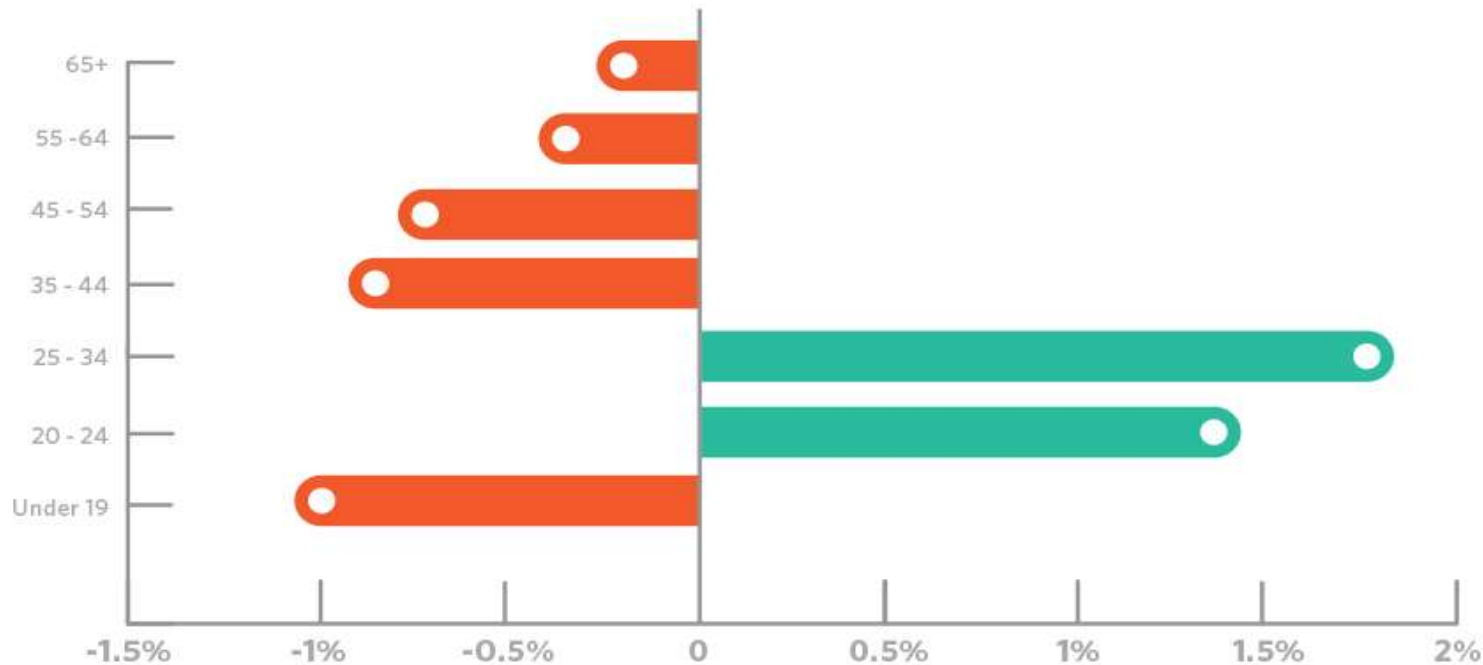*Research by the IU Public Policy Institute*

Families with school-aged children are leaving

*An exodus of residents with the highest income potential negatively impacts **fiscal health and competitive position** by causing tax revenues, social capital and political capital to **decline**.*

**Marion County population by age relative to MSA***

The bars show the difference between the share of each cohort in Marion County relative to the share in the MSA (e.g., Marion County has a nearly 1.5% percent higher share of 20-24 year olds than the MSA as a whole).

*Research by the IU Public Policy Institute

Our city continues to lose significant tax revenue

Given the socioeconomic background represented in the population loss, and assuming this is attributable to education, **the loss in tax revenue is significant. These costs drain the city's resources and create less funding for investing in public safety and infrastructure.**

Marion County population by income relative to MSA*
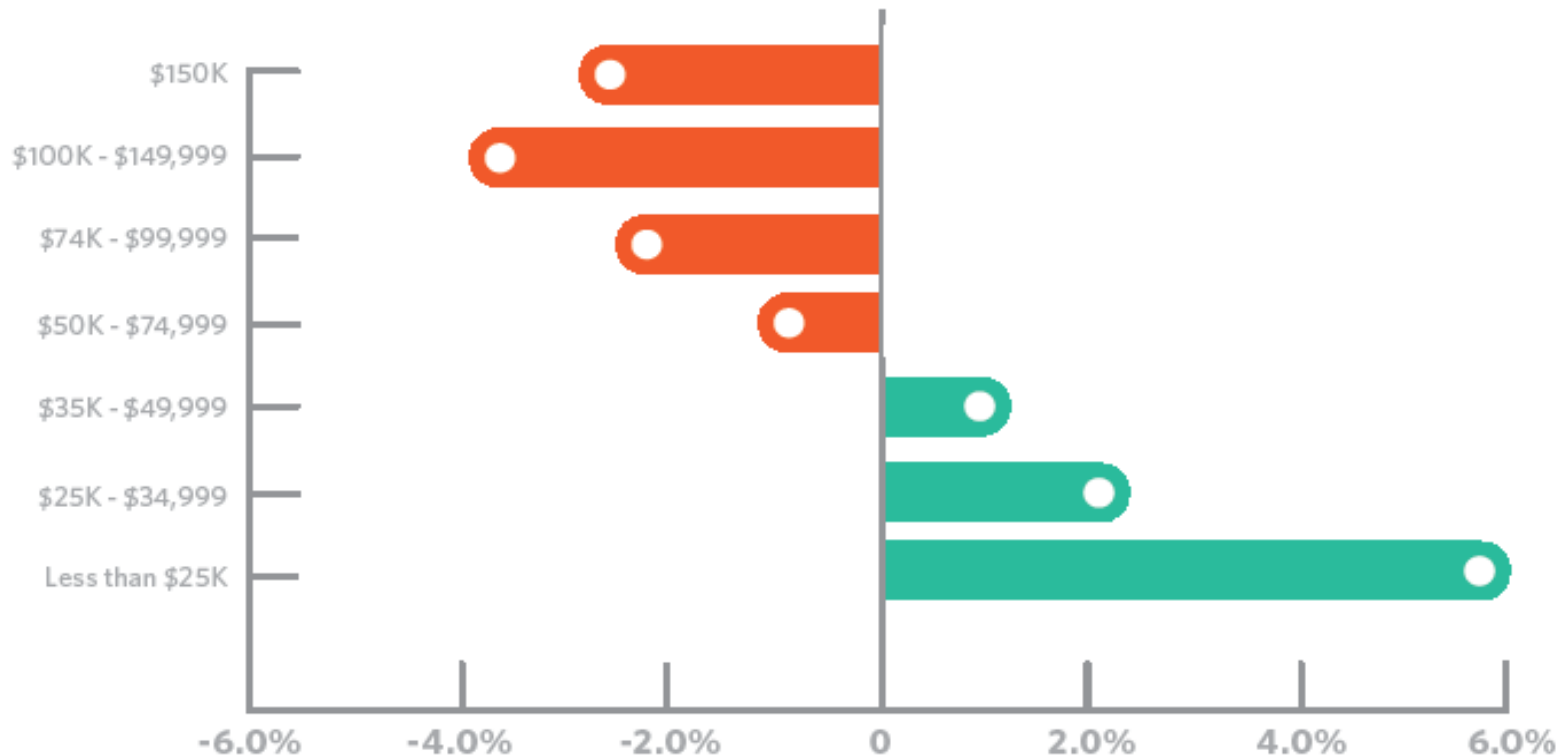
# What's causing the challenges with our schools?

Access to Options

There are not enough high-quality options to serve all the students in our community.

Political Inertia

Political priorities have not led to equitable and coordinated policies, and investments necessary to ensure an excellent education for all students.

Inadequate educational opportunities for children
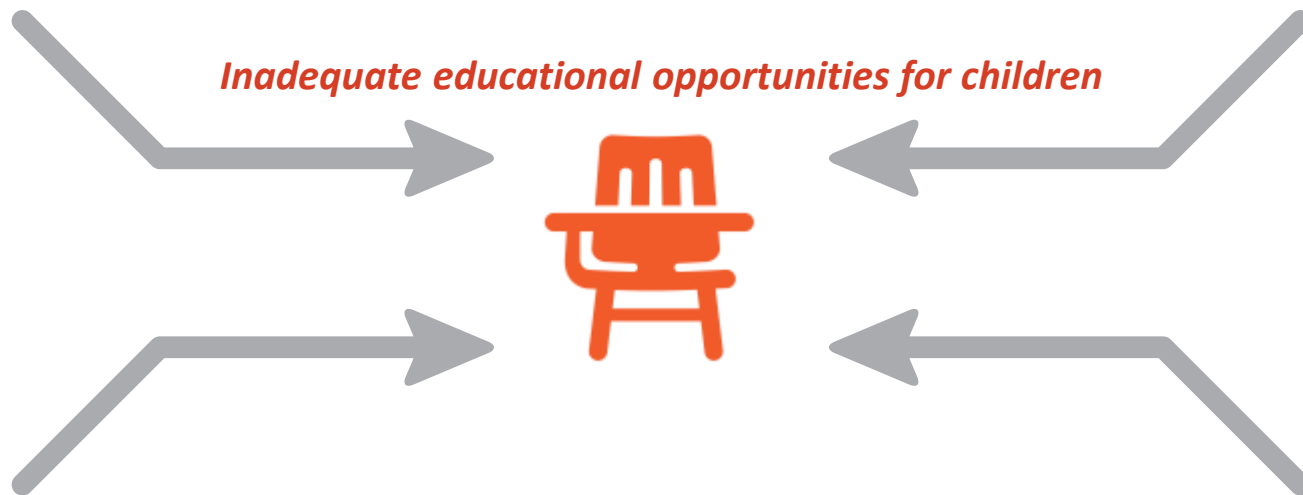
Capacity

Schools and districts lack the capacity (e.g., talent, back end support services, performance management, etc.) to compensate for these challenges.

Prevailing Ideology

Many people believe the challenges associated with poverty make it nearly impossible for low-income students to succeed academically.

NEO is a plan to improve education in Indianapolis

*NEO is a vision generated by a **host of community partners** who believe we can improve education by creating **30,000 high-quality "seats"** in schools throughout our neighborhoods and city over the next decade.*

NEO stands for Neighborhoods of Educational Opportunity and reflects our focus on providing access to great schools in every neighborhood

A high-quality seat is in an "A" or "B" school in Indianapolis. Our aim is for 30,000 more children to have access to high quality district and charter schools.

Our definition of a high-quality seat

Elementary / Middle School Seat

Quality Rating	Proficiency ISTEP ELA or ISTEP Math Pass Rate	SGP ISTEP ELA or ISTEP Math MGP
High	80% or more	60th percentile or higher
Medium	70 - 79%	50th - 59th percentile
Low	60 - 69%	40th - 49th percentile
Very Low	59% or less	39th percentile or less

High School Seat

Quality Rating	Proficiency ECA English 10 or ECA Algebra 1 Pass Rate	College & Career Readiness AP Exam or IB Exam (% graduates who pass)
High	70% or more	25% or more
Medium	60 - 69%	15 - 24%
Low	50 - 59%	10 - 14%
Very Low	49% or less	9% or less

IFF assessment of current seats

*IFF completed an analysis of all schools in Marion County. There are 11 districts, 182 schools and 154,000 students in Marion County. In 2012, **76,000 or 49% were rated as high-quality or performing meaning there is a 78,000 seat gap*.***

Performing or High-Quality Seats

Service Gap

76,000
(49%)

78,000
(51%)

Realizing our vision

*Our goal is for every student in Indianapolis to have access to a high-quality seat. In the short-term, we aim to create **30,000 more high-quality seats** in partnership with district and charter schools.*

Short-term Goal

HIGH-QUALITY

Service Gap

106,000 (69%)
Added 30,000 new high-quality seats

48,000 (31%)
Subtracted 30,000 seats

Long-term Goal

100% high-quality seats

Core elements that lead to high-quality seats

Element 1

Provide grants to incubate and replicate our community's high-performing schools
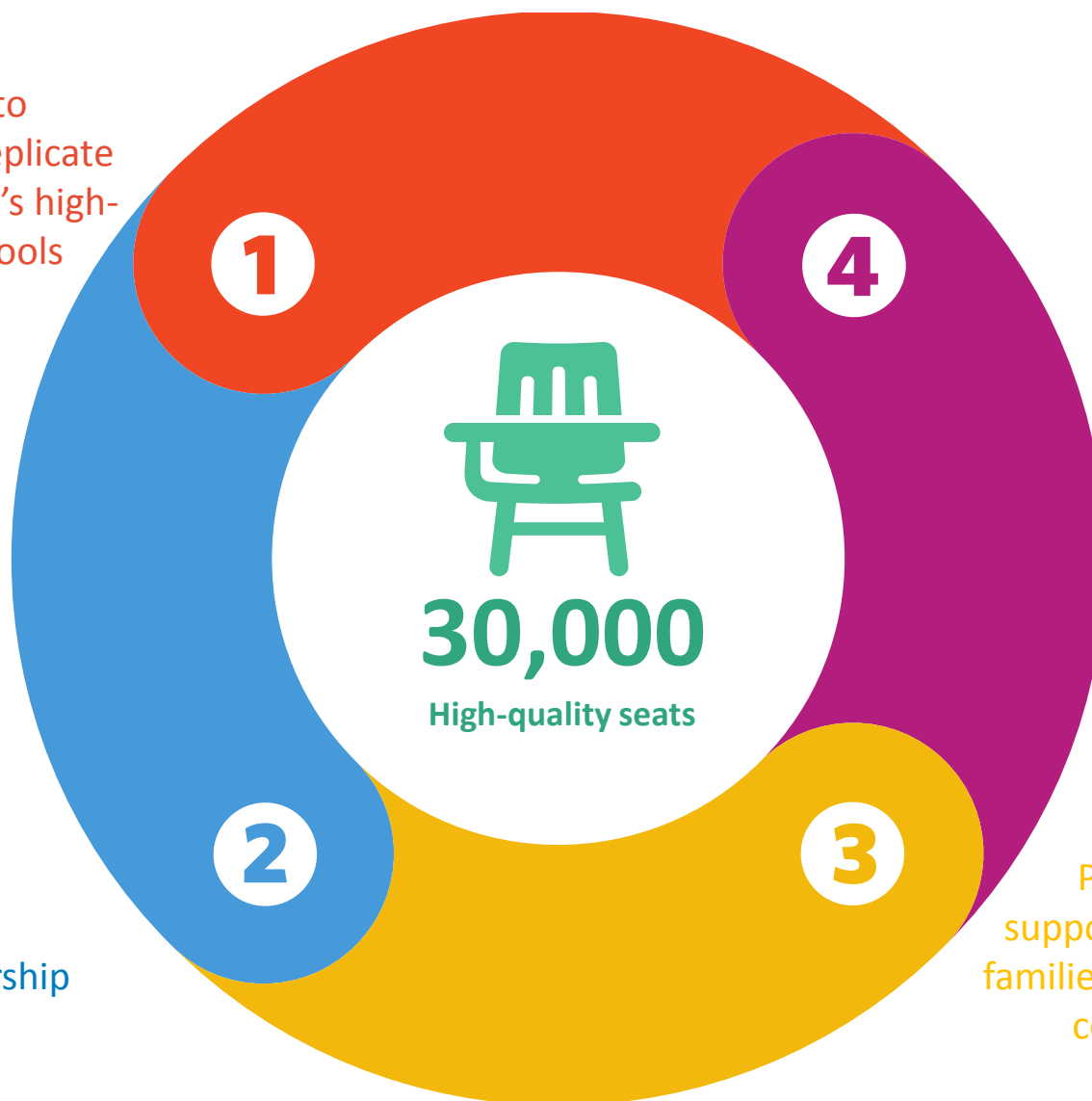
Element 2

Expand proven teacher and principal leadership pipelines

Element 3

Provide adequate supports for students, families, and schools to combat inequities

Element 4

Monitor and evaluate performance

30,000

High-quality seats

Estimated costs to realize our vision

*We developed a **robust financial model** to understand how many schools would be necessary to generate 30,000 high quality seats. Our lead partners then gave us their associated costs necessary to achieve this scale.*

Implementation Overview

Model Parameters

Total high-quality seats	29,629
Percentage of new school seats created through the CSI that will be HQ	80%
Elementary/Middle School Seat Capacity	300
High School Seat Capacity	500
New schools needed	70

Other efforts creating seats

Current number of low- and very low-quality seats	61,900
Percentage of low-quality seats that will become high-quality each year	1%
Current number of medium-quality seats	42,909
Percentage of medium-quality seats that will become high-quality each year	3%

| Timeline	Year One	Year Two	Year Three	Year Four	Year Five	Year 10 Total
Backbone Organization	$225,000	$220,000	$195,000	$190,000	$195,000	**$2,000,000**
Element One	$9,000,000	$7,000,000	$2,000,000	$2,500,000	$3,000,000	**$27,000,000**
Element Two	$3,000,000	$3,000,000	$3,500,000	$3,500,000	$3,000,000	**$31,000,000**
Element Three	$5,000,000	$4,500,000	$4,500,000	$4,500,000	$4,500,000	**$35,000,000**
Element Four	$350,000	$350,000	$350,000	$350,000	$350,000	**$3,500,000**
Total Costs	$17,575,000	$15,070,000	$10,545,000	$11,040,000	$11,045,000	**$98,500,000**

Our early planning efforts have included the partners below. We look forward to continuing to engage the community and expand our coalition.

Our vision for education in Indianapolis

*Indianapolis **IS** a model for what is possible in urban education – **a city where all students in every neighborhood have access to a high-quality education**.*
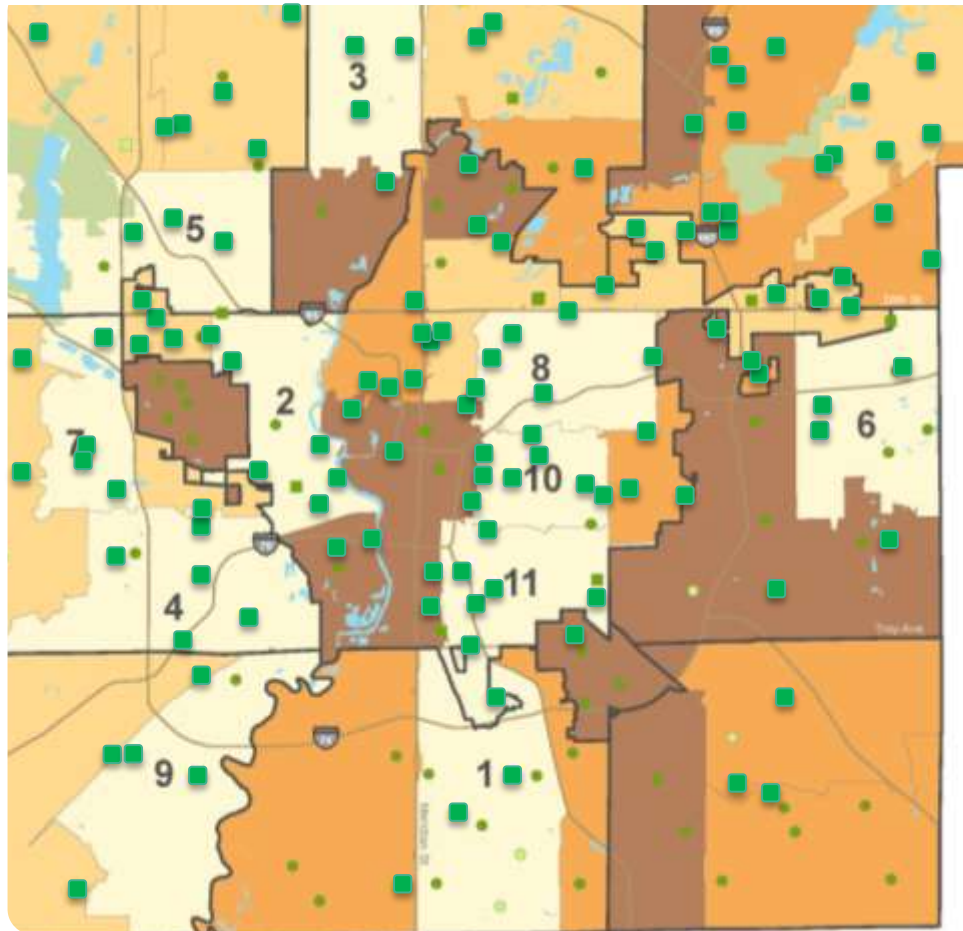
School Performance

A   B

Next steps

*Our plan is to continue to gather input and feedback from the community to move from the **conceptual stage** to creating an **actionable plan**.*

STEP **1** *Gather input and feedback from community*

STEP **2** *Transform vision into actionable plan*

STEP **3** *Establish staffing structure*

STEP **4** *Secure funding in Indy and across the country*

STEP **5** *Deploy program through phased approach*

STEP **6** *Monitor progress and evaluate performance*